WORLD BRANDS

A brave new world of brands

AGENCIES WITH OFFICES IN MORE THAN 39 COUNTRIES

BACKER SPIELVOGEL BATES WORLDWIDE

	The Americas										Europe																		Asia/Pacific										
Clients:	U.S.	Canada	Argentina*	Brazil*	Chile	Colombia*	Ecuador*	Mexico	Peru*	Venezuela*	Austria	Belgium	Denmark	Finland	France	Germany	Greece	Ireland	Italy	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	UK	Nigeria*	Middle East*	Australia	Hong Kong	India	Indonesia*	Japan	Malaysia	New Zealand	Singapore	South Korea	Taiwan	Thailand
Air New Zealand																														●			●	●		●	●	●	●
Austin Rover												●			●	●		●	●	●		●	●			●													
B.A.T		●										●			●		●	●		●			●			●	●	●	●				●	●		●	●	●	●
Benckiser													●							●			●										●						
Bosch																				●	●	●	●																
Campari				●							●	●			●					●			●																
Carlton & United Breweries		●																											●	●					●				
Caterpillar			●								●	●	●	●	●	●		●	●	●	●	●	●	●	●	●													
Ciba-Geigy											●					●															●	●							
De Beers																														●		●		●		●	●	●	
DHL											●			●		●			●								●	●		●							●	●	
Diners Club								●								●				●									●						●				
Electrolux												●		●						●			●											●					
Estee Lauder										●	●	●			●															●		●	●						
Eveready Batteries		●	●	●	●			●		●																			●	●		●		●	●	●		●	
Fisher-Price		●								●		●	●		●	●			●	●			●			●													
Hattori Seiko								●		●							●																		●				
Hong Kong Bank																														●				●		●		●	
Jordache			●	●				●		●																													
LM Ericsson	●		●					●			●	●	●	●					●		●		●	●	●					●					●	●		●	●
Mars Confectionery	●	●									●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●	●	●	●	●	●	●
Pet food	●	●									●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●		●	●		●	●	●	●	●
Other	●	●									●		●									●				●			●						●				
Nicholas											●	●			●	●		●	●	●		●	●			●													
Northern Telecom	●											●	●		●	●			●	●	●			●		●			●	●			●						
Philips NV	●	●																	●		●											●							
3M								●	●					●												●			●		●								
Tambrands										●													●						●	●				●					●
Thomas Cook																														●			●	●		●	●		●
Unicef											●			●		●	●		●	●						●													
Uniroyal											●	●	●	●	●	●	●		●	●	●	●	●	●	●	●													
Warner-Lambert		●						●		●																									●				

*Non-equity affiliation. Source: Backer Spielvogel Bates Worldwide

BBDO WORLDWIDE

	The Americas															Europe																			Middle East					Asia/Pacific												
Clients:	U.S.	Canada	Argentina	Brazil	Chile	Colombia*	Costa Rica*	Ecuador*	El Salvador	Guatemala	Honduras	Mexico	Peru*	Puerto Rico	Venezuela	Austria	Belgium	Denmark	Finland	France	Germany	Greece	Hungary	Ireland*	Italy	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	UK	USSR	Yugoslavia	Cyprus	Egypt	Kuwait	Saudi Arabia	U.A.E.	Australia	China	Hong Kong	India	Indonesia	Japan*	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea*	Taiwan
Apple Computer	●	●	●				●							●		●	●	●	●	●	●				●	●		●	●		●	●		●						●		●			●			●		●		
Campbell Soup	●	●												●																										●												
CPC Intl	●					●									●							●															●	●	●			●				●			●	●		●
Delta Air Lines	●	●										●		●				●	●	●	●					●	●			●		●										●			●							●
Du Pont	●																			●	●											●	●																			
Gillette	●	●		●	●	●	●	●	●	●	●	●		●		●	●	●	●	●	●	●			●	●	●	●	●	●	●	●				●				●							●	●				
Henkel															●	●	●			●	●	●			●	●		●	●																							
Hyatt Hotels																																								●		●	●	●		●			●	●	●	●
Intl. Wool Secretariat																●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●									●											
Mont Blanc					●							●			●	●				●	●	●			●			●	●			●			●					●		●			●					●	●	●
Nestle		●												●			●			●	●				●	●		●	●		●					●				●					●	●						
Oral-B	●	●		●								●				●		●	●	●	●	●		●	●				●	●	●	●										●		●	●	●			●	●		●
Pepsi-Cola	●		●	●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●			●		●	●				
PepsiCo Foods	●			●													●					●			●			●	●			●			●					●												
Philips NV																	●				●	●		●		●											●			●								●				
Pizza Hut	●				●																●																			●		●									●	●
Polaroid	●	●																										●												●		●			●	●	●			●	●	●
Ralston Energy Systems							●	●	●	●	●			●						●					●				●									●	●													
Rothmans Intl																					●					●			●																●							
Sara Lee																	●	●		●	●	●	●			●		●	●											●										●		
Scott Paper	●											●		●						●								●												●												
Unilever	●	●												●			●			●						●		●		●	●	●								●					●			●				
Visa Intl.	●					●	●								●																		●							●		●	●		●		●	●	●	●	●	●
Wella					●												●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●											●	●						
Wrigley	●	●																		●	●								●			●	●	●	●		●	●														

*Non-equity affiliation. Source: BBDO Worldwide

LEO BURNETT CO.

	The Americas													Europe																	Middle East				Asia/Pacific											
Clients:	U.S.	Canada	Argentina	Brazil	Chile	Colombia	Costa Rica	Dom. Republic	Guatemala	Mexico	Peru	Puerto Rico	Venezuela	Belgium	Czechoslovakia	Denmark	Finland*	France	Germany	Greece	Hungary	Italy	Netherlands	Norway	Poland	Portugal	Spain	Switzerland*	Turkey	UK	Egypt	Lebanon	Saudi Arabia	U.A.E.	Australia	Hong Kong	India*	Indonesia*	Japan	Malaysia	New Zealand	Philippines	Singapore	South Korea*	Taiwan	Thailand
BASF		●		●	●									●		●		●	●			●	●	●			●	●		●					●											
Beiersdorf														●		●	●	●	●	●		●	●	●			●																		●	●
Cathay Pacific		●												●		●		●	●			●	●					●		●					●	●	●	●	●	●	●	●	●	●	●	●
Heinz/StarKist	●	●											●					●																					●							●
Kellogg	●	●	●	●		●	●	●	●	●		●	●	●		●	●	●	●			●		●		●	●			●					●	●			●			●	●	●	●	●
Kraft General Foods	●	●												●		●		●	●			●					●			●		●	●	●	●						●					
McDonald's	●		●									●				●								●					●	●								●		●		●	●			
Nestle											●							●					●							●																
Philip Morris Cos.	●		●	●	●	●	●	●	●	●		●	●	●		●		●	●	●		●	●				●	●	●			●	●	●	●	●		●	●			●	●	●	●	●
Pillsbury/Green Giant	●	●			●					●		●		●		●		●		●		●					●			●									●						●	
Procter & Gamble/RVI	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Samsonite	●																																		●	●							●		●	
Tropicana	●																	●	●			●	●				●			●									●							
United Airlines	●									●								●	●											●					●	●					●	●	●		●	●
United Distillers (Guinness)	●																	●	●	●		●					●			●		●			●	●			●	●	●	●	●			●

*Non-equity affiliation. Source: Leo Burnett Co.

Agencies adjust to demands of global clients

By Julie Skur Hill

While nothing excites an agency more than gaining a global brand, clients' demands for a consistent image and quality of work are forcing agencies themselves to make adjustments in how they operate.

The opportunity to work on a global brand means "a lot of trade-offs and a lot of new muscles will have to be developed," said Carl Spielvogel, chairman-ceo of New York-based Backer Spielvogel Bates Worldwide, whose agency operates in 39 countries.

In short, global clients are irreversibly changing day-to-day agency business operations as they anticipate more and more global assignments.

Fueling this is the creation of a single market in Europe and the elimination of all trade barriers within the European Community by Dec. 31, 1992. As clients reorganize in Europe, they're increasingly expected to favor using just one agency to handle brands, not just in Europe but globally.

Last year, more than $1.4 billion in pan-European business was assigned, according to a survey by *Advertising Age's Euromarketing* newsletter. The figure comprises 106 accounts worth more than $3 million each. Of the total, at least 80 accounts were new assignments.

"As you look at marketing global brands . . . the brand carries staggering clout with the agency, with the media," said Bruce Mason, chairman-ceo of Foote, Cone & Belding Communications, Chicago. "Smart clients—S.C. Johnson, Kimberly-Clark, Kraft General Foods—recognize that."

He contended that as global brands become more important than ever, they further empower the client. But there's also good news for agencies.

"Once they pick a network, I don't think they're going to change [agencies] very quickly. It takes a while to get an agency to understand your business in 60 countries," Mr. Mason added.

"Clients will not get rid of an agency," he said. "They'll put pressure on the agency to get

(Continued on Page 26)

Who has what accounts where

For the seventh annual *Advertising Age* World Brands report, the following criteria were used:

- Accounts must be served in at least four countries as of June 30, 1991.
- The combined client business must total at least $5 million.

The report is divided into sections. Those agencies listing offices in 34 or more countries overseas—12 of the 26 agencies surveyed—are included in the first section.

Asterisks denote non-equity affiliation. ☐

Adjusting

(Continued from Page 25)

rid of the people who are causing the problem."

Relationships

Representing a global brand requires "many more touch points [between agency and client] than you'd ever had on local or regional accounts. You might have to talk to 45 different people from the client," said Michael Sennott, exec VP-regional director of Europe at McCann-Erickson Worldwide, New York.

"Part of the bargain you strike [on a global account] is that you get closer to the client," said Frank Clark, senior VP-area director Americas at Grey Advertising.

"What happens is you work both with the headquarters and on a local basis. You end up with two clients and two levels of client," a situation that can sometimes require diplomacy and sensitivity, he said. "You [may] wind up interpreting the client to the client."

> **"As you look at marketing global brands . . . the brand carries staggering clout with the agency, with the media. Smart clients recognize that."**
>
> Bruce Mason
> Chairman-ceo
> Foote, Cone &
> Belding Communications
> Chicago

To handle these different levels, several multinational agencies have adjusted their own structures in the past few months.

McCann is consolidating many of its international accounts in Frankfurt, including Bayer, which was previously handled by the Duesseldorf office.

"More clients are using certain markets as lead markets for rolling their products across Europe," Mr. Sennott said. "We're just doing the same."

In July, Saatchi & Saatchi Advertising combined its North American and non-North American operations into one unit, allowing the network to service clients on a seamless worldwide basis.

"We were not exploiting our multinational clients," Chief Executive Robert Louis-Dreyfus said in explaining the change.

Last month, Backer Spielvogel Bates created the BSB Americas Team, a group of experts from various marketing disciplines throughout North America. The mission of the team, similar to the agency's Eurocenter in Paris, is to assist clients in expanding throughout North America as the U.S. moves toward free trade with Canada and Mexico.

"The challenge that we and our clients face is to restructure in a way that we can take advantage of the opportunities in these trading zones," Mr. Spielvogel said.

The agency likes the regional organization so much it's in the process of developing a similar setup for Asia, he added.

Lintas:Worldwide has created the Worldwide Creative Council, the Worldwide Media Council and the Worldwide Integrated Communications Council to bring together specialists within key disciplines from around the world. The three networks have been formed to ensure horizontal communication within Lintas:Worldwide, officially split into three geographic zones—Europe/Africa, the Americas and Asia/Pacific.

Young & Rubicam Advertising recently named Tim Pollak vice chairman-director of client service worldwide, a new post. The former president of Y&R's New York office is responsible for overseeing his agency's 25 worldwide account directors.

"We have to develop people who understand marketing and account management across borders," Mr. Pollak said. "My job is to help guide those people to help them understand the way clients are organized globally . . . [and] create operating efficiencies."

Because global advertising is growing so rapidly, staffers learning how to juggle a 35-country media buy or how to be sensitive to the mores of 20 nations often find the process a trial by fire.

"We now have around 25 employees who we call 'Europlayers,' " who specialize in handling pan-European business, said Grey Duesseldorf CEO Bernd Michael.

Courtship

As clients develop new kinds of relationships, they

(Continued on Page 30)

D'ARCY MASIUS BENTON & BOWLES

	The Americas					Europe																Asia/Pacific								
Clients:	U.S.	Canada	Argentina	Mexico	Venezuela	Austria	Belgium	Denmark	Finland	France	Germany	Greece	Italy	Netherlands	Norway	Portugal	Spain	Sweden	Turkey	UK	Saudi Arabia	Australia	Hong Kong	Indonesia	Japan	Malaysia	New Zealand	Singapore	South Korea	Thailand
Abbott Laboratories	●												●				●			●		●								
American Home Products	●										●		●							●										
Anheuser-Busch Cos.	●																●			●			●							
Bayer		●				●	●				●	●	●		●	●	●			●				●						
Bertelsmann Group							●			●	●		●				●													
Boehringer Ingelheim										●	●									●		●			●					
Boehringer Mannheim	●										●									●					●			●		
Bristol-Myers Squibb	●									●	●											●	●				●	●		
CPC International	●			●							●		●																	●
Dow Chemical Co.	●	●									●						●			●			●		●			●		
Eastman Kodak	●																			●		●						●		
Fiat Auto						●	●				●	●				●			●											
Fisons Corp.	●	●										●							●											
Glaxo Inc.											●		●												●				●	
Grand Metropolitan	●	●									●						●			●	●							●		
Hoechst										●	●		●							●					●					
Hoffmann-LaRoche											●		●			●				●										
Interflora/FTD	●	●																		●		●								
Mars Inc.	●	●		●		●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●		●			●		
Merck, Sharp & Dohme	●										●						●			●		●			●					
Nobel Industries						●	●	●		●	●		●	●	●		●	●		●										
Nokia Inc.				●							●				●					●										
Pfizer Inc.	●										●									●					●					
Philips NV	●	●	●	●	●		●	●	●	●	●		●	●	●	●		●	●	●	●	●		●			●	●	●	
Procter & Gamble/RVI	●	●	●	●			●			●	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Rhone-Poulenc/Rorer							●			●	●		●				●			●			●		●					
Sandoz										●			●				●			●								●		
Sanofi										●			●							●			●							
SmithKline Beecham	●									●	●									●			●		●			●		
United Distillers							●			●	●		●			●	●			●		●			●					
Wellcome Foundation										●	●		●				●			●					●			●		

Source: D'Arcy Masius Benton & Bowles

DDB NEEDHAM WORLDWIDE

	The Americas															Europe																		Asia/Pacific									
Clients:	U.S.	Canada	Argentina*	Belize*	Brazil*	Chile*	Colombia*	Costa Rica*	El Salvador*	Guatemala*	Honduras*	Mexico	Panama*	Peru*	Venezuela*	Austria	Belgium	Denmark	Finland*	France	Germany	Greece	Hungary	Ireland*	Italy	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey*	UK	Australia	Hong Kong	India*	Japan	Malaysia	New Zealand	Singapore	South Korea*	Taiwan	Thailand
American Airlines	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●				●				●	●	●		●	●	●		●		●				
Arcade																				●					●	●			●				●										
Audi	●	●															●			●					●			●	●														
Bayer																●	●				●	●			●									●			●						
BSN																				●		●			●				●					●									●
Boots																																	●	●	●				●				●
Bristol-Myers Squibb	●	●																			●	●							●				●	●			●						
Bull	●															●	●	●		●	●		●		●	●	●	●	●	●	●		●		●								
Cadbury Schweppes																	●			●				●		●			●		●		●	●		●			●				
Chanel	●																			●						●							●				●						
China Airlines	●																																		●		●			●	●		●
Citicorp																										●					●						●			●			
Columbian Coffee	●	●	●				●																						●														
Fosters																					●	●			●				●														
Grundig																●					●							●	●														
Hasbro																●	●			●			●						●									●		●		●	
H.J. Heinz	●	●															●				●												●	●			●		●				
Henkel		●													●	●	●			●	●	●				●	●	●	●		●	●											
Hershey	●	●					●					●									●																●						
Jacobs Suchard																	●			●		●			●												●						
S.C. Johnson					●											●	●			●	●	●			●	●		●	●		●		●	●			●						
CPC International																	●						●					●	●		●		●										
Marks & Spencer																	●			●						●							●										
McDonald's	●				●							●				●					●		●	●										●	●				●				●	●
Michelin	●																																	●	●		●		●	●	●	●	●
Mitsubishi												●		●																●				●	●		●						●
Mobil	●		●		●		●					●		●		●			●	●	●	●	●		●	●	●	●	●		●	●	●		●			●	●			●	●
Molnlycke																		●	●	●		●				●	●			●													
Oshkosh B'Gosh																●		●		●	●	●		●	●	●	●	●	●	●	●		●										
PepsiCo	●							●																				●									●				●		
Rhone Poulenc (Health Care Div.)																				●	●				●							●											
Porsche		●														●	●				●					●																	
Seagram	●											●			●	●	●			●	●	●			●	●		●	●		●		●	●	●		●		●				●	
Volkswagen	●	●										●					●	●	●	●	●			●	●	●		●	●				●										

*Non-equity affiliation. Source: DDB Needham Worldwide

FCB PUBLICIS

	The Americas																	Europe																							Asia/Pacific											
Clients:	U.S.	Canada	Brazil	Colombia	Costa Rica	Dom. Republic	Ecuador	El Salvador	Guatemala	Honduras	Jamaica	Mexico	Panama*	Peru*	Puerto Rico	Trinidad	Venezuela	Austria	Belgium	Czechoslovakia*	Denmark	Finland*	France	Germany	Greece	Hungary*	Ireland*	Italy	Netherlands	Norway	Poland*	Portugal	Spain	Sweden	Switzerland	Turkey	UK	Yugoslavia*	Israel*	Middle East**	Australia	Hong Kong	India*	Indonesia	Japan	Malaysia	New Zealand	Philippines	Singapore*	South Korea*	Taiwan	Thailand
Air France																		●			●		●	●										●																		
Cadbury Schweppes	●		●									●		●				●	●				●			●		●	●	●		●	●	●	●	●					●	●										●	
Cal. Raisin Advisory Board	●	●																											●	●			●	●											●							●	
Campbell Soup	●																																									●				●						●	
Citicorp	●		●				●		●				●					●		●				●				●		●		●	●					●							●								
Colgate-Palmolive	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●					●	●	●			●			●	●	●			●	●			●	●	●		●		●	●	●	●		●	●
Dim																			●		●		●	●	●			●	●			●	●	●	●		●															
Garnier Toiletries																		●	●		●		●	●	●			●	●			●	●	●	●		●															
Garuda Indonesian Airlines	●																	●	●					●				●	●				●	●							●	●		●	●	●	●					
Grand Metropolitan (Pearle, Pillsbury)	●	●													●			●	●				●	●				●	●	●		●			●		●															
Groupe Bull (Zenith)	●	●																										●		●																						
Hiram Walker (Ballantine's)	●	●									●		●				●	●				●	●	●				●	●			●	●					●				●						●					
Jamaica Tourist Board	●	●									●													●													●															
S.C. Johnson & Son	●	●																	●	●	●		●	●	●	●		●	●	●	●	●	●		●		●					●						●			●	
Kimberly-Clark	●	●	●	●									●								●		●	●				●	●						●		●				●							●				
Lancome																		●	●		●		●	●	●			●	●			●	●	●	●		●															
L'Oreal	●	●	●									●					●	●	●		●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●				●								●	
Mattel	●					●																		●			●									●															
Mazda	●	●													●																									●											●
Merck	●															●						●					●																							
Nestle	●	●				●	●					●				●	●	●	●				●	●	●	●			●	●		●	●	●	●		●															●
Orangina																		●	●				●	●				●	●	●		●	●	●	●		●															
Philips																		●			●		●	●					●	●		●	●	●	●		●															
Philips/Whirlpool															●			●	●		●	●	●	●	●		●	●	●	●		●	●	●	●		●		●	●												
Renault				●														●	●		●	●	●	●			●	●	●	●	●	●		●	●		●		●												●	
RJR/Nabisco	●								●					●	●							●	●						●							●											●				
Shell																			●				●	●					●	●							●										●					
Swatch	●	●		●								●						●	●		●	●	●	●	●		●	●	●	●		●	●	●	●	●	●				●	●			●		●		●			
Valeo auto parts																		●	●				●	●				●	●			●	●	●	●		●															

*Non-equity affiliation. **Middle East comprises Dubai, Kuwait, Lebanon, Saudi Arabia and the United Arab Emirates. Source: FCB Publicis

GGK

	The Americas					Europe																				Africa/Middle East							Asia/Pacific								
Clients:	U.S.	Canada	Argentina*	Brazil	Venezuela*	Austria	Czechoslovakia	Belgium	Denmark*	Finland*	France	Germany	Greece*	Hungary	Ireland*	Italy	Netherlands	Norway*	Poland	Portugal*	Spain	Sweden*	Switzerland	Turkey*	UK	Egypt*	Israel*	Congo*	Ghana*	Kenya*	Tanzania*	South Africa*	Australia*	Hong Kong*	India*	Indonesia*	Japan*	Philippines*	Singapore*	Sri Lanka*	Thailand*
Canon Europe (camcorders)						●		●	●	●			●	●	●	●	●	●		●	●	●	●	●																	
IBM						●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●														
Porsche Design***	●	●				●		●			●	●				●	●						●		●									●			●				
Swiss Bank Corporation***											●				●					●																●				
Swissair			●	●	●	●		●	●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●		●	●	●	●
Time magazine**	●										●	●													●																

*Non-equity affiliation. **Pan-European account. ***Porsche Design, Swiss Bank Corporation and United Distillers (Johnnie Walker Red and Black, Buchanan's) pan-regional accounts. Source: GGK

Multinational shops hoping to pitch Fuji's amateur film account had to meet the marketer's strict requirements. Howell Henry Chaldecott Lury, London, created this ad.

Global

(Continued from Page 26)

make new demands on agencies vying for their accounts.

One such company is Fuji Photo Film Co., now looking for its first multinational agency to handle an estimated $8.4 million in amateur photographic film advertising in France, Germany and the U.K. Fuji had its multinational contenders jumping through hoops never seen by local shops.

Peter Samwell, Fuji's divisional director, London, said the Japanese film marketer decided "it would be too difficult to get three agencies to work together" on a common strategy.

Fuji uses Lintas in Germany, Howell Henry Chaldecott Lury in the U.K. and is between agencies in France.

On July 12, Fuji wrote to nine agencies asking them to pitch the account. Another nine agencies asked to be included in the review, but three shops dropped out because they didn't have wholly owned subsidiaries in the three initial markets.

Fuji's Peter Samwell: "It would be too difficult to get three agencies to work together" on a common strategy.

Each contender was asked to answer a four-page, detailed questionnaire about the agency's background, management, policies, analysis of accounts won and lost in the past year, potential staffing of the Fuji account and experience handling pan-European clients. Agencies working on local Fuji business never underwent so rigorous an exercise.

After Fuji executives pored over the answers, Saatchi & Saatchi Advertising, DDB Needham Worldwide, N W Ayer and Lintas:International were named as finalists.

Pitching for pan-European business "is far more complex and expensive for an agency to do [than local accounts]. It takes triple the time because you have three account teams instead of one. It's more difficult to control. When you are running a pitch in your own country, you know what your people's workloads are. It just becomes much more logistically difficult," said Michael Bray, managing partner and managing director of DDB Needham International, London.

On Aug. 2, the three candidates visited Fuji's continental European headquarters in Duesseldorf to question Fuji's newly formed pan-European ad agency committee that Mr. Samwell chairs.

Presentations will take place in Duesseldorf in the middle of this month with a decision due by the end of September.

Pitching a global client also heats up competition, not only among agencies but within an agency.

When D'Arcy Masius Benton & Bowles pitched the estimated $20 million Australian-based Qantas Airways account, staffers around the world competed to become part of the team representing D'Arcy.

Led by Sydney-based DMB&B/Weekes Morris Osborn, the agency's winning pitch—against McCann-Erickson, Backer Spielvogel Bates' George Patterson Pty. and incumbent Chiat/Day/Mojo—actually involved D'Arcy offices in Tokyo, Singapore, London,

(Continued on Page 32)

GREY ADVERTISING	The Americas														Europe																							Asia/Pacific												
Clients:	U.S.	Canada	Argentina	Barbados*	Brazil*	Chile	Colombia*	Jamaica*	Mexico	Paraguay*	Peru	Puerto Rico	Uruguay	Venezuela	Austria	Belgium	Czechoslovakia*	Denmark	Finland	France	Germany	Greece*	Hungary	Italy	Netherlands	Norway	Poland*	Portugal*	Spain	Sweden	Switzerland	Turkey	U.K.	Yugoslavia*	Israel*	Mid East/Opec*	South Africa	Australia	Hong Kong	India	Indonesia*	Japan	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea*	Taiwan	Thailand
Armor All																●				●	●			●						●			●																	
BankAmerica	●								●											●	●								●											●	●									
B.A.T					●	●								●			●			●	●		●				●		●		●			●																
Bayer															●	●				●	●	●			●	●		●	●					●				●	●	●										
Bendex															●						●										●	●				●														
Block Drug	●		●		●							●			●	●		●		●	●		●	●	●		●		●	●	●		●					●	●		●	●		●	●	●				
Boehringer-Ingelheim	●				●																●			●	●					●																				
Boots																																	●					●	●	●			●				●			
BP															●	●		●		●	●	●	●	●	●			●		●	●	●	●																	
Bristol-Myers Squibb	●								●			●									●				●					●							●	●				●	●	●						
Cadbury Beverages						●			●		●	●						●																					●											
Canon	●	●														●			●	●	●	●		●	●	●				●	●		●					●						●			●			
Ciba-Geigy	●												●	●																										●										
Clairol	●								●			●									●																					●	●							
Corning			●						●					●		●				●				●	●				●	●			●						●										●	
CPC International																		●			●										●		●																●	
Emirates Airlines																					●												●						●	●					●	●	●			●
Gerber	●					●	●																																			●								
Hewlett-Packard																												●													●		●		●					
IBM	●																			●	●												●		●															
ICI Pharmaceuticals	●																								●								●												●					
IOC	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●
Johnson & Johnson	●												●																								●			●		●								
Kraft General Foods	●	●				●					●									●				●				●																						
Lee															●	●				●	●			●	●	●				●	●		●																	
Mars	●					●									●	●	●			●	●		●	●	●		●			●			●	●				●												
Melitta															●	●		●	●	●	●				●					●	●																			
Merck Sharp & Dohme	●								●												●								●								●												
Mitsubishi	●			●			●									●																																	●	
Nike																				●	●											●							●										●	
Nissan												●						●	●											●																				
Nokia Mobile Phone																		●	●	●	●			●		●			●	●			●																	
Noxell	●	●										●																					●					●						●			●			
Parke Davis	●	●																		●	●			●									●																	
Playtex	●	●																		●				●				●	●			●					●												
Procter & Gamble	●	●	●	●	●	●	●	●	●		●	●		●	●	●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●			●		●	●			●	●	●	●	●	●	●	●	●
Quincentennial-Istanbul	●																			●				●									●																	
Reckitt & Colman			●																														●				●	●							●						
Remington	●	●																●		●													●					●				●		●						
Richardson-Vicks	●						●		●			●			●	●				●	●			●	●				●		●		●																	
Rorer	●																			●												●					●												
Rothmans																						●										●	●			●		●		●										
Samsonite																●				●	●				●				●		●		●																	
Seagram	●													●										●	●																									
SlimFast Foods	●	●																		●												●																	
SmithKline Beecham	●	●				●			●			●			●	●		●	●	●	●	●			●	●			●	●	●		●				●		●				●				●			●
Texaco			●				●					●	●																																					
3M	●		●																	●	●			●					●				●									●								
Tonka	●														●	●				●	●																													
U.S. Mint	●																				●																		●			●					●		●	
Volvo																					●										●												●				●			
Warner Bros	●	●												●	●	●				●	●			●	●								●																	
Wrigley																																							●			●	●			●	●		●	
Wyeth-Ayerst Laboratories	●	●																							●												●												
VP Schickedanz																				●	●			●					●																				

*Non-equity affiliation. Source: Grey Advertising

LINTAS:WORLDWIDE	The Americas										Europe																		Asia/Pacific												
Clients:	U.S.	Canada	Argentina	Brazil	Caribbean**	Chile	Colombia	El Salvador*	Mexico	Panama*	Venezuela*	Austria	Belgium	Denmark	Finland	France	Germany	Greece	Italy	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	South Africa	Other Africa***	Australia	Hong Kong	India	Indonesia*	Japan	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea*	Taiwan	Thailand
Alitalia																										●				●	●	●							●			
B.A.T															●		●			●									●			●					●					●
Bata						●																							●				●			●						
Bayer			●	●								●					●	●	●	●		●	●			●					●				●	●					
Chefaro				●					●				●	●	●	●	●	●	●	●	●	●		●	●	●																
Coca-Cola	●	●	●	●	●	●	●		●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●		●	●	●	●	●	●	●		●	●
Corning					●											●	●		●							●	●				●											
Domino's Pizza International	●								●	●						●			●	●			●				●						●									
Fiat												●			●						●				●																	
General Motors, incl. components	●	●			●												●		●	●							●															
Heineken													●			●		●	●	●		●	●		●				●													
Hertz							●			●								●																					●			
Honda	●												●				●							●					●	●						●						
IBM	●							●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●															
ICI		●						●							●															●		●		●	●	●			●	●	●
Intercontinental Hotels			●				●									●		●																				●				
Johnson & Johnson	●	●		●								●					●	●	●	●		●	●	●		●	●			●	●	●				●		●	●	●	●	●
Mastercard/Eurocard	●						●		●				●	●		●													●	●	●	●		●					●	●		
Minolta												●	●	●	●		●		●	●	●	●	●	●	●		●															
Moelnlycke													●	●	●					●	●			●																		
NEC		●							●				●							●						●				●	●					●						
Nestle	●	●			●	●				●		●	●	●	●	●	●	●	●	●	●		●	●	●		●		●	●	●		●							●		●
Pfizer											●																					●		●	●							
Philippine Airlines																														●	●							●	●			
Philips NV		●		●			●		●								●			●									●			●							●			
Quaker Oats		●																	●	●													●		●			●				
Scandinavian Tobacco														●		●		●					●																			
Seb Tefal	●											●	●				●		●	●																						
Sterling Drug					●	●					●		●	●					●	●			●				●		●	●	●		●		●	●		●			●	●
TAP																	●	●	●			●					●															
Time Asia																															●				●				●		●	●
UDG					●					●																	●		●					●								
Unilever	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Wander																		●											●		●		●		●			●		●	●	●

*Non-equity affiliation. **GS&B Lintas, Miami, administers the Coca-Cola, Corning, General Motors, Nestle, Sterling Drug, UDG and Unilever accounts in the Caribbean and Central America. ***Other Africa includes Lintas offices in Cameroon, Ghana, Malawi, Namibia, Nigeria, Zaire and Zimbabwe. Source: Lintas Worldwide

OGILVY & MATHER WORLDWIDE	The Americas																Europe																		Africa/Middle East						Asia/Pacific												
Clients:	U.S.	Canada	Argentina	Brazil	Chile	Colombia	Costa Rica*	Ecuador*	El Salvador*	Guatemala*	Honduras*	Mexico	Panama*	Paraguay*	Uruguay*	Venezuela*	Austria	Belgium	Denmark	Finland	France	Germany	Greece	Hungary	Ireland	Italy	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	Bahrain*	Kuwait*	Saudi Arabia*	U.A.E.*	Kenya	South Africa	Australia	China	Hong Kong	India	Indonesia*	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea	Taiwan	Thailand
A.S. Watson's																																											●							●		●	●
AGA			●					●								●	●			●														●																			
AT&T	●							●																		●								●													●					●	
Abbott Laboratories	●																●								●																						●						
American Express	●	●	●	●	●	●	●			●		●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●		●	●	●	●	●
Australian Tourist Comm.		●																																									●			●				●			●
Avon	●			●												●							●																														
B.A.T	●		●	●	●		●		●	●	●	●		●		●		●					●				●					●		●					●	●			●							●			
BMW	●																					●																					●							●		●	
Bausch & Lomb				●						●																								●									●		●	●				●		●	
Bayer								●									●					●			●	●																									●	●	
Boehringer-Ingelheim																					●	●					●																						●				

(Continued on Page 32)

DUE TO ITS GREATER WIDTH, THE CHART FOR McCANN-ERICKSON APPEARS ON PAGE 33.

Changes

(Continued from Page 30)

New York, Los Angeles and Auckland. A total of about 30 people were brought in from around the world.

Each D'Arcy office in countries where Qantas flies assessed the airline's image in that market. Drawing on its worldwide resources is part of a process the agency has developed to pitch highly desired, broad-based business.

"Once [the research results are] pretty clear, we use some of the best teams to work on executing that concept," said John Ferries, New York-based D'Arcy president for Asia/Pacific and Latin America.

"It's a little competitive but that may be good. Some of that is inevitable," Mr. Ferries said.

> **For a pitch for Qantas, "we brought [people from the different teams] together in Australia with their ideas and didn't let them go until it was done."**
>
> John Ferries
> President for Asia/Pacific and Latin America
> D'Arcy Masius Benton & Bowles

For the Qantas pitch, after sifting through the best of the creative work from D'Arcy teams around the world, "we brought [people from the different teams] together in Australia with their ideas and didn't let them go until it was done," Mr. Ferries said. "We used people from three different countries in the last two, three weeks to finish the idea.

"This global effort was crucial to our success in winning the account because it ensured that our solution was global, which Qantas wanted; it ensured we incorporated the different target consumer beliefs and behaviors. . . . And it demonstrated how we would work on the account as an integrated global network."

Going "glocal"

The process of developing global creative offers many challenges, such as going for universal appeal while avoiding a simplistic approach.

"Let me throw a word of caution in," said Marcio Moreira, McCann's vice chairman in New York. "There is a difference between addressing the similarities of consumers and going for the lowest common denominator."

Language barriers and national restrictions, such as laws that allow only those TV ads shot in a particular country, confine creative, but they can be overcome.

"Obviously, it's easier to do all voice-overs—but that doesn't mean it has to be done that way," Grey's Mr. Clark said. "It's harder to sell across a lot of different markets because it gets more people involved, which can mean more changes. In the end, you can have a camel that looks like an elephant. . . . but you can still do great things that run globally."

> **"There is a difference between addressing the similarities of consumers and going for the lowest common denominator."**
>
> Marcio Moreira
> Vice chairman
> McCann-Erickson
> Worldwide

He cites Coca-Cola Co.'s global ads as outstanding.

These barriers discourage creatives who don't see the rewards that can accompany international efforts. As a result, Saatchi is developing a cash reward system to motivate

(Continued on Page 33)

OGILVY & MATHER WORLDWIDE (cont'd)	The Americas															
Clients:	U.S.	Canada	Argentina	Brazil	Chile	Colombia	Costa Rica*	Ecuador*	El Salvador*	Guatemala*	Honduras*	Mexico	Panama*	Paraguay*	Uruguay*	Venezuela*
Boeing	●															
Bosch Group	●															
Bristol-Myers Squibb		●														
British Tourist Authority	●	●														
Bulgari	●															
Burroughs Wellcome	●															
CPC International	●															
Cadbury Schweppes																
Campbell Soup	●	●														
Ciba-Geigy	●			●	●			●								
Coca-Cola Bottling Co.							●		●	●			●			
Coloplast																
Compaq	●	●	●		●	●						●				●
Continental Tires																
Cotton Council Intl	●															
Dow Chemical																
Duracell	●	●								●	●		●			
Eastman Kodak	●															
Federal Express	●															
Ferrero	●							●								
Ford	●															●
General Electric		●														
Guinness																
Hoechst		●														
IBM				●												
ICI																
IKEA																
S.C. Johnson								●								
Johnson & Johnson	●	●						●								
KLM	●						●			●	●					
Kativo							●		●	●	●		●			
Kimberly-Clark	●	●				●	●		●	●	●		●			
Korean Air	●															
Kraft General Foods	●	●	●	●	●	●		●		●		●				●
Lanier									●							
Le Meridien																
Lufthansa																●
Marks & Spencer	●															
Mattel	●							●	●			●	●			●
Mercedes-Benz				●											●	
Merck, Sharp & Dohme	●															
Microsoft	●	●														
Nestle	●	●			●											
NutraSweet	●	●	●			●						●			●	●
Olivetti	●															●
Parker Pen																
PepsiCo	●							●								
Philips NV	●		●	●		●		●				●		●		
Polaroid	●		●		●	●	●	●				●			●	●
Price Waterhouse						●									●	
Quaker Oats		●		●											●	
Reckitt & Colman						●										
Red Cross	●					●										
Sandoz	●															
Sea-Land Service	●															
Seagram	●	●		●			●	●				●			●	●
Shell	●	●	●	●	●	●				●	●	●	●	●	●	
Sheraton										●		●				
Siemens				●												
Singapore Airlines																
SmithKline Beecham	●	●		●		●	●	●	●	●		●	●			
Tetra Pak												●				
Triumph Intl																
Unilever	●	●	●	●	●	●	●	●	●	●		●			●	●
United Technologies	●															
Warner-Lambert															●	
Westin Hotels & Resorts	●	●														
World Wildlife Fund	●	●														
Xerox	●	●							●							
Zahnradfabrik Friedrichshafen																

OGILVY & MATHER WORLDWIDE (cont'd)	Europe																	
Clients:	Austria	Belgium	Denmark	Finland	France	Germany	Greece	Hungary	Ireland	Italy	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK
Boeing						●					●			●			●	●
Bosch Group						●											●	
Bristol-Myers Squibb						●	●											
British Tourist Authority		●	●	●	●	●			●	●	●	●	●	●		●		●
Bulgari					●	●				●						●		●
Burroughs Wellcome	●										●							
CPC International							●							●			●	●
Cadbury Schweppes						●			●									
Campbell Soup		●			●	●												
Ciba-Geigy						●			●									
Coca-Cola Bottling Co.																		
Coloplast			●		●	●												●
Compaq	●	●	●	●	●	●		●		●	●	●		●	●	●		●
Continental Tires	●	●			●	●										●		●
Cotton Council Intl					●	●				●				●				●
Dow Chemical					●													
Duracell	●					●		●									●	●
Eastman Kodak																		
Federal Express																		
Ferrero		●				●												
Ford	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●
General Electric																		●
Guinness		●			●	●			●	●				●				●
Hoechst						●												●
IBM						●					●							
ICI	●					●	●											●
IKEA	●	●	●									●						
S.C. Johnson		●															●	●
Johnson & Johnson						●						●						●
KLM											●							
Kativo																		
Kimberly-Clark		●			●	●					●							
Korean Air																		
Kraft General Foods	●		●	●	●	●	●	●	●						●			●
Lanier		●								●			●	●		●		●
Le Meridien					●													
Lufthansa	●	●				●									●			
Marks & Spencer									●			●		●				
Mattel	●				●	●		●			●		●	●		●		
Mercedes-Benz						●												
Merck, Sharp & Dohme	●	●				●												
Microsoft											●							●
Nestle					●		●		●							●	●	●
NutraSweet	●		●	●	●	●	●				●	●	●	●	●	●	●	●
Olivetti	●	●	●	●	●	●	●			●	●	●	●	●		●	●	●
Parker Pen						●	●		●	●								
PepsiCo																	●	
Philips NV	●	●	●	●		●	●	●	●		●	●	●	●	●	●	●	●
Polaroid	●					●	●								●		●	
Price Waterhouse											●						●	●
Quaker Oats																		●
Reckitt & Colman							●							●				
Red Cross														●				
Sandoz	●					●												
Sea-Land Service											●							
Seagram	●	●			●	●			●	●			●	●		●		●
Shell	●	●		●			●	●		●	●		●	●			●	●
Sheraton																		
Siemens		●			●	●												
Singapore Airlines	●	●	●			●	●			●	●					●		●
SmithKline Beecham	●		●		●			●	●		●		●	●				●
Tetra Pak																		
Triumph Intl			●							●	●							
Unilever	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
United Technologies																		
Warner-Lambert																		
Westin Hotels & Resorts						●												●
World Wildlife Fund	●				●	●		●		●				●				●
Xerox	●			●							●					●		●
Zahnradfabrik Friedrichshafen	●				●					●						●		

OGILVY & MATHER WORLDWIDE (cont'd)	Africa/Middle East						Asia/Pacific												
Clients:	Bahrain*	Kuwait*	Saudi Arabia*	U.A.E.*	Kenya	South Africa	Australia	China	Hong Kong	India	Indonesia*	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea	Taiwan	Thailand
Boeing						●	●	●	●	●								●	
Bosch Group	●																		
Bristol-Myers Squibb												●	●						●
British Tourist Authority									●		●	●	●			●		●	
Bulgari	●	●	●	●															
Burroughs Wellcome					●				●						●			●	
CPC International										●				●					
Cadbury Schweppes					●					●									
Campbell Soup																			
Ciba-Geigy						●													
Coca-Cola Bottling Co.																			
Coloplast																			
Compaq								●	●		●	●	●	●	●	●	●	●	●
Continental Tires																			
Cotton Council Intl																	●	●	
Dow Chemical							●		●									●	●
Duracell									●				●			●			
Eastman Kodak					●									●	●				
Federal Express							●		●							●			
Ferrero																			
Ford																			
General Electric															●		●		
Guinness							●		●		●	●				●	●	●	●
Hoechst						●													
IBM						●						●						●	
ICI																		●	
IKEA																			
S.C. Johnson								●			●		●						
Johnson & Johnson								●		●			●					●	●
KLM											●								
Kativo																			
Kimberly-Clark	●	●	●	●			●		●		●	●			●	●	●	●	●
Korean Air							●	●	●		●	●			●	●		●	●
Kraft General Foods	●	●	●	●				●	●	●	●	●			●	●		●	●
Lanier																			
Le Meridien											●					●			●
Lufthansa																			
Marks & Spencer									●										
Mattel	●	●	●	●		●	●		●	●								●	
Mercedes-Benz									●										
Merck, Sharp & Dohme																			
Microsoft																●			
Nestle						●	●				●	●		●		●		●	
NutraSweet	●	●	●	●		●	●		●		●	●	●		●	●	●	●	●
Olivetti						●	●		●							●			
Parker Pen						●										●			
PepsiCo							●	●	●		●	●	●	●	●	●	●	●	●
Philips NV	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●
Polaroid								●				●							
Price Waterhouse																			
Quaker Oats																			
Reckitt & Colman														●					
Red Cross													●						
Sandoz														●					
Sea-Land Service									●						●				
Seagram						●	●	●	●			●	●			●			●
Shell						●			●		●	●			●	●			●
Sheraton									●						●				
Siemens																●			
Singapore Airlines							●		●	●			●			●		●	●
SmithKline Beecham						●			●	●		●	●		●	●		●	
Tetra Pak																	●	●	●
Triumph Intl																		●	
Unilever	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
United Technologies											●	●				●		●	●
Warner-Lambert								●			●	●			●	●		●	
Westin Hotels & Resorts																			
World Wildlife Fund							●		●	●			●						
Xerox							●			●		●	●						●
Zahnradfabrik Friedrichshafen									●										

*Non-equity affiliation. Source: Ogilvy & Mather Worldwide

SAATCHI & SAATCHI ADVERTISING WORLDWIDE	The Americas											
Clients:	U.S.	Canada	Argentina*	Brazil*	Caribbean**	Chile*	Colombia*	Ecuador*	Mexico*	Peru*	Puerto Rico	Venezuela
ABB	●											
Allied Lyons					●						●	
Arcade Records												
British Airways		●	●	●	●	●	●	●	●		●	●
BSN Gervais Danone									●	●		
Cadbury Schweppes	●	●			●	●					●	●
Carlsberg												
Citicorp												
CPC			●				●					
Daikin												
DHL				●	●	●	●	●			●	●
Dow Chemical			●									
Du Pont	●											
Galileo												
Gallaher												
Gillette												
Grand Metropolitan	●		●								●	●
Guerlain												
Hasbro												
Helene Curtis	●											
Hewlett-Packard	●						●					
Hilton Intl.				●								
Honeywell												
Hutchison												
ICI	●											
Johnson & Johnson	●	●			●		●	●		●	●	
Karcher												
LA Gear	●											
Mars											●	
Matsushita							●					
Mexx												
NCR					●							
Nedlloyd												
Nestle					●							
NZ Dairy Board					●				●			
OKI												
PepsiCo					●						●	●
Pfizer	●										●	
Philip Morris Cos.	●		●									●
Philips NV	●						●					●
Pirelli			●									
Procter & Gamble	●	●	●		●						●	
Racal		●										
Reckitt & Colman					●							

SAATCHI & SAATCHI ADVERTISING WORLDWIDE	Europe																				
Clients:	Austria	Belgium	Czechoslovakia	Denmark	Finland*	France	Germany	Greece*	Hungary	Ireland	Italy	Netherlands	Norway	Poland	Portugal	Spain	Sweden	Switzerland	Turkey*	UK	Yugoslavia
ABB					●	●	●				●						●	●			
Allied Lyons	●	●				●	●	●		●	●	●						●		●	
Arcade Records		●		●	●	●						●						●			
British Airways	●	●	●	●	●	●	●	●		●	●	●	●		●	●	●	●	●	●	
BSN Gervais Danone	●	●				●					●				●	●					
Cadbury Schweppes					●							●								●	
Carlsberg				●		●					●					●				●	
Citicorp							●				●					●				●	
CPC							●				●	●									
Daikin		●				●	●	●			●		●		●	●	●			●	
DHL		●				●		●				●				●	●			●	
Dow Chemical		●		●			●														
Du Pont				●	●	●	●				●	●				●		●		●	
Galileo		●		●	●	●	●			●			●				●	●		●	
Gallaher								●			●					●			●	●	
Gillette		●			●	●	●									●				●	
Grand Metropolitan								●				●					●			●	
Guerlain																					
Hasbro					●	●					●	●								●	
Helene Curtis																					
Hewlett-Packard	●	●		●		●	●	●			●	●	●			●	●	●	●	●	
Hilton Intl.	●						●				●					●				●	
Honeywell							●											●		●	
Hutchison																				●	
ICI		●				●	●	●			●					●				●	
Johnson & Johnson	●	●				●	●	●			●	●				●		●		●	
Karcher		●										●						●			
LA Gear	●	●		●	●	●	●	●			●	●	●		●	●	●	●		●	
Mars						●				●										●	
Matsushita								●													
Mexx		●			●		●					●								●	
NCR		●		●		●	●				●	●	●		●			●		●	
Nedlloyd		●										●									
Nestle																					
NZ Dairy Board																				●	
OKI		●		●		●	●				●	●				●	●			●	
PepsiCo								●													
Pfizer	●	●		●		●	●	●		●	●	●			●	●	●			●	
Philip Morris Cos.	●			●		●	●											●			
Philips NV	●				●			●			●			●							
Pirelli		●				●	●				●	●				●				●	
Procter & Gamble	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Racal						●														●	
Reckitt & Colman		●		●		●	●	●			●	●			●	●			●	●	

SAATCHI & SAATCHI ADVERTISING WORLDWIDE			Asia/Pacific													
Clients:	Africa***	Middle East****	Australia	China	Hong Kong	India*	Indonesia	Japan	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea	Taiwan	Thailand
ABB																
Allied Lyons	●				●	●			●				●		●	
Arcade Records																
British Airways	●	●	●		●			●		●		●	●	●	●	●
BSN Gervais Danone																
Cadbury Schweppes	●									●					●	
Carlsberg																
Citicorp		●														
CPC																
Daikin																
DHL	●	●	●						●	●			●		●	
Dow Chemical																
Du Pont																
Galileo																
Gallaher			●											●		
Gillette																
Grand Metropolitan	●														●	●
Guerlain									●			●	●	●		●
Hasbro			●							●						
Helene Curtis			●			●				●						
Hewlett-Packard									●	●			●		●	
Hilton Intl.			●		●			●	●				●			
Honeywell					●											
Hutchison					●				●						●	●
ICI										●	●					
Johnson & Johnson	●					●						●				
Karcher			●													
LA Gear			●		●							●	●		●	
Mars																
Matsushita		●				●							●			
Mexx								●								
NCR																
Nedlloyd													●			●
Nestle	●											●			●	
NZ Dairy Board		●								●						
OKI					●											
PepsiCo																
Pfizer	●	●														
Philip Morris Cos.						●							●		●	
Philips NV															●	
Pirelli					●								●	●	●	●
Procter & Gamble	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●
Racal										●						
Reckitt & Colman	●															

(Continued on Page 33)

SAATCHI & SAATCHI ADVERTISING WORLDWIDE (cont'd)

	The Americas												Europe																							Asia/Pacific													
Clients:	U.S.	Canada	Argentina*	Brazil*	Caribbean**	Chile*	Colombia*	Ecuador*	Mexico*	Peru*	Puerto Rico	Venezuela	Austria	Belgium	Czechoslovakia	Denmark	Finland*	France	Germany	Greece*	Hungary	Ireland	Italy	Netherlands	Norway	Poland	Portugal	Spain	Sweden	Switzerland	Turkey*	UK	Yugoslavia	Africa***	Middle East****	Australia	China	Hong Kong	India*	Indonesia	Japan	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea	Taiwan	Thailand
Red Cross		●					●												●									●		●		●																	
Salomon	●																						●						●	●											●								
Sandoz													●			●			●			●	●				●	●	●	●					●	●													
Sara Lee	●										●			●				●		●			●	●			●	●				●		●	●			●			●		●			●			
Shell					●							●								●														●									●	●					
SMH/Swatch	●											●							●	●				●						●											●						●		
Sony					●																							●	●			●											●						
Stanley Tools														●		●		●					●	●			●	●				●																	
Toyota	●	●									●								●	●														●	●	●		●			●				●				●
Visa												●																				●			●								●					●	

*Non-equity affiliation. **Caribbean includes Barbados, Dominican Republic, Jamaica and Trinidad. ***Africa includes Kenya, Nigeria, South Africa and Zimbabwe. ****Middle East includes Bahrain, Egypt, Morocco and Saudi Arabia. Source: Saatchi & Saatchi Advertising.

J. WALTER THOMPSON CO.

	The Americas															Europe																		Asia/Pacific														
Clients:	U.S.	Canada	Argentina	Brazil	Chile	Colombia*	Dom. Republic	Ecuador	Guatemala	Mexico	Paraguay	Peru	Puerto Rico	Uruguay*	Venezuela	Austria	Belgium	Denmark	Finland*	France	Germany	Greece	Ireland	Italy	Netherlands	Norway*	Portugal	Spain	Sweden	Switzerland	Turkey	UK	South Africa	Australia	China	Hong Kong	India*	Indonesia*	Japan	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea	Sri Lanka	Taiwan	Thailand
Alitalia												●						●			●			●					●	●																		
Allied Lyons		●										●									●						●	●				●							●									●
Bacardi Corp.				●													●	●				●			●		●	●																				
Bell Atlantic	●		●																	●	●			●				●		●		●							●									
Benetton	●	●	●	●	●					●	●		●			●	●	●	●		●	●		●	●	●	●	●	●	●		●		●		●		●					●	●	●		●	
Citicorp.															●								●													●	●	●					●	●	●		●	
DeBeers		●		●						●						●	●	●	●	●	●			●	●	●		●	●	●		●	●	●					●									
Deutsche Bank																					●	●																	●					●		●		
Eastman Kodak	●	●	●	●	●	●		●		●		●	●	●	●	●			●	●	●	●		●	●		●	●	●		●	●		●		●	●	●	●	●	●		●	●		●	●	●
Exxon			●	●	●		●		●				●																										●									
Ford Motor Co.	●		●				●			●			●																				●	●		●		●	●		●					●	●	
Gerber					●				●				●		●					●																●				●							●	
Grand Metropolitan									●						●						●		●							●						●			●						●		●	
Heineken Intl.																	●			●		●	●	●	●		●	●		●																		
IBM		●	●		●				●			●		●																	●				●	●		●				●	●	●			●	●
S.C. Johnson			●	●	●	●			●	●			●		●								●												●					●			●	●	●			●
Kellogg	●	●	●	●	●					●		●			●	●		●	●	●	●	●		●	●	●		●	●	●	●	●	●	●				●	●	●	●	●	●	●				
Kraft General Foods	●	●			●					●		●	●		●	●	●	●		●	●	●	●	●	●			●	●	●		●		●	●	●		●	●	●	●		●	●	●	●	●	●
Mattel		●			●	●							●																																		●	
McDonnell Douglas	●	●	●	●	●										●	●	●	●	●	●	●	●		●				●	●	●	●	●		●	●	●	●	●		●				●	●			
Nabisco Brands	●		●	●				●	●	●		●		●	●							●																										
Nestle	●		●	●	●	●			●	●		●	●				●			●	●		●	●	●	●	●	●	●		●	●		●	●	●	●		●	●	●			●	●	●		
Northern Telecom	●	●								●		●								●												●													●			
PepsiCo		●										●	●	●	●						●	●										●					●	●					●			●		
Philips NV				●	●							●		●								●		●									●			●					●	●		●	●			
R.J. Reynolds		●								●			●				●			●	●	●			●			●		●	●				●	●		●	●	●			●		●		●	●
Rolex Watch	●	●	●	●	●									●	●	●	●	●	●	●	●			●	●	●	●	●	●			●	●		●	●			●				●				●	
Scott Paper		●								●											●	●	●				●	●				●				●				●			●	●				●
Seagram																●				●	●																								●		●	
SmithKline Beecham					●																											●		●	●	●	●					●						
Sterling Drug	●		●	●										●												●												●								●		
Tenneco Automotive	●			●						●							●	●	●		●	●		●				●	●		●	●		●														
Unilever	●	●	●	●	●	●		●	●	●		●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●
Warner-Lambert	●	●		●	●	●	●	●	●	●		●	●		●	●	●	●	●	●		●		●	●		●	●	●	●	●	●	●	●		●	●	●	●	●			●	●		●	●	●

*Non-equity affiliation. Source: J. Walter Thompson Co.

YOUNG & RUBICAM

	The Americas													Europe																				Africa				Asia/Pacific												
Clients:	U.S.	Canada	Argentina	Brazil	Chile	Colombia	Dom. Republic	Guatemala*	Mexico	Puerto Rico	Trinidad*	Uruguay*	Venezuela	Austria	Belgium	Czechoslovakia	Denmark	Finland	France	Germany	Greece	Hungary	Ireland	Italy	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	USSR	Kenya	South Africa	Zambia	Zimbabwe	Australia	China	Hong Kong	India*	Indonesia*	Japan	Malaysia	New Zealand	Philippines	Singapore	South Korea	Taiwan	Thailand
Adidas	●	●	●	●	●				●				●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●	●		●		●	●		●	●	●	●	●	●	●	●		●	●
Air Canada														●					●	●	●									●		●						●			●		●				●			
American Home Products	●	●							●	●			●		●					●				●	●					●		●											●							
AT&T	●	●											●						●					●	●			●		●		●						●	●	●			●		●		●	●	●	
Andersen Consulting	●	●	●																●	●						●					●	●																		
Bausch & Lomb/Ray-Ban		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●					●	●	●	●	●	●	●	●	●	●	●	●	●
BSN	●			●					●						●				●	●	●			●			●	●				●						●					●							
Colgate-Palmolive	●	●	●	●		●	●		●	●			●	●	●		●	●	●	●		●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●
DuPont	●	●	●	●		●			●	●			●			●			●			●						●	●	●		●	●					●	●	●	●	●	●		●		●	●	●	●
Eastman Kodak	●	●					●							●	●		●	●	●	●		●		●	●	●	●	●		●		●		●				●					●							
Ford	●	●																●		●						●					●				●															
Grand Metropolitan																					●						●	●				●															●			
H.J. Heinz															●										●			●				●					●													
Holiday Inn	●	●							●						●																	●					●		●	●			●				●			●
Jacobs Suchard			●											●	●		●		●	●	●			●	●			●		●		●						●		●			●		●				●	
Johnson & Johnson	●	●	●	●	●		●			●		●		●	●					●	●			●	●		●	●		●	●	●	●			●	●		●				●							
Kentucky Fried Chicken	●	●			●				●	●	●				●				●									●				●						●	●	●		●		●	●	●	●		●	●
Kraft General Foods	●	●		●						●				●			●	●	●	●				●	●	●		●	●	●		●									●		●							
Monsanto/Searle	●									●			●			●	●		●								●	●															●							
Motorola	●														●		●		●	●			●					●		●																				
PepsiCo Foods Intl.		●		●					●	●					●						●				●		●	●			●	●										●	●							●
Pernod-Ricard															●				●					●						●								●						●			●			
Quaker Oats		●													●		●							●	●							●																	●	
Reckitt & Colman			●				●			●			●		●		●		●	●	●			●	●			●		●		●																		
Robert Bosch														●	●		●		●	●	●			●			●	●	●	●					●															
Royal Canadian Mint	●	●																		●																				●			●	●			●		●	
Sony										●			●				●								●						●												●							●
Unisys	●	●	●	●	●				●	●			●	●	●			●	●	●				●	●		●	●	●	●		●			●			●	●	●	●		●	●	●		●		●	
United Intl. Pictures													●	●	●		●	●	●	●		●		●		●		●				●			●			●					●		●					●
Warner-Lambert	●				●		●																												●							●				●				●
Xerox	●	●		●			●							●	●		●	●	●	●				●	●	●		●	●	●	●	●				●			●											

*Non-equity affiliation. Y&R uses the Dentsu, Young & Rubicam network for all countries in the Pacific region except Australia and New Zealand. Source: Young & Rubicam.

Adapting

(Continued from Page 32)

creatives to work on global ads.

"Creatives prefer to develop their own campaigns instead of adaptations," said Tony Eulenberg, manager at FCA Duesseldorf. "It's a matter of tactics to keep the creatives happy. [But] you shouldn't press them too hard."

While producing a high-quality, single-execution, multinational ad isn't easy, that's just what Nintendo is expecting from its new agency, Young & Rubicam, awarded the $50 million European ad budget in June.

"The concept and execution will be totally European . . . with the same spots running everywhere,'' said Paris-based Account Director Pascal Gaillard.

Mr. Gaillard admitted the approach won't work for all advertisers.

"Kids are kids everywhere. Their motivations for wanting [a Nintendo game] are identical everywhere, so what we need to do is find ideas that work across borders,'' he said.

At the same time, other clients expect their agencies to be increasingly sensitive to local needs.

"As things get more global, they get more local,'' McCann's Mr. Sennott said.

"As things get more global, they get more local."

Michael Sennott
Exec VP-regional
director of Europe
McCann-Erickson
Worldwide

A report by Paris-based independent marketing and management study group Ballester showed just 10% of 350 advertisers surveyed had established a truly pan-European communications approach (AA, July 15).

For Peugeot, Eurocom Advertising "defines our communications strategy for Europe first," Marketing Director Jacques Puzenat said. "We then write up briefs of this strategy and present them to various creative teams in our advertising network, who go to work on it independently."

Peugeot and the central Eurocom office select the best approach and then ask all agencies in the network to adapt it, he said.

"In this way, you avoid the risk of pushing a Franco-French or Italo-Italian concept on a foreign market that is not open to it," he said.

This approach is gaining in popularity.

"About 15% [of multinational companies] have global approaches, meaning campaigns will be roughly the same everywhere. Another 15% have strictly local approaches," said Pierre de Plas, president of TBWA de Plas, Paris, and vice chairman of TBWA Worldwide. "But these two groups are rapidly disappearing into a group we call 'glocal,' meaning advertisers that have developed a common strategy for large regions."

For example, an advertiser may use one concept for southern Europe but another idea for Scandinavia, he said. These big ideas are then adapted

(Continued on Page 35)

McCANN-ERICKSON WORLDWIDE

	The Americas																								Europe																						Africa/Middle East													Asia/Pacific													
Clients:	U.S.	Canada	Argentina	Barbados	Bolivia*	Brazil	Chile	Colombia	Costa Rica	Dom. Republic	Ecuador	El Salvador	Guadeloupe*	Guatemala	Honduras	Jamaica	Mexico	Panama	Paraguay*	Peru	Puerto Rico	Trinidad	Uruguay	Venezuela	Austria	Belgium	Czechoslovakia	Denmark	Finland	France	Germany	Greece	Hungary	Ireland	Italy	Netherlands	Norway	Poland	Portugal	Spain	Sweden	Switzerland	Turkey	UK	USSR	Yugoslavia	Bahrain*	Cameroon*	Egypt*	Ivory Coast*	Kenya	Kuwait*	Lebanon*	Morocco	Nigeria*	Oman*	Saudi Arabia*	South Africa	U.A.E.*	Australia	China	Hong Kong	India	Indonesia*	Japan	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea	Taiwan	Thailand
Agfa	●	●																						●	●	●		●	●	●	●	●		●	●	●	●		●	●	●	●		●														●		●		●							●	●			
American Express	●	●						●								●						●			●	●				●	●				●	●				●	●	●		●																		●			●						●		
American Home Products	●					●		●			●						●			●		●																																											●								
Bayer/Miles	●		●			●	●	●	●	●		●		●	●	●	●	●						●	●	●			●		●	●			●	●		●	●	●		●	●	●																		●							●				●
Black & Decker	●					●	●	●	●								●	●			●	●		●	●	●		●	●	●	●			●	●	●	●		●	●	●	●		●															●	●					●		●			●			
BSN																														●					●				●	●				●																													
Buitoni	●	●	●																		●			●	●	●		●		●	●	●			●				●	●	●	●		●																					●	●	●		●				
California Walnut Growers																									●						●				●					●																									●								
Carnation	●									●							●			●	●			●	●					●		●			●				●	●				●																		●		●	●	●	●		●	●		●	●
Casio			●			●	●	●	●	●	●	●						●	●			●		●																											●														●				●			●	●
Century 21		●															●													●														●																●					●		●						
Chesebrough-Pond's	●		●			●			●	●	●	●		●							●			●		●		●	●		●	●			●				●	●	●	●		●							●									●					●								●
Coca-Cola	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Columbia Tri-Star	●	●																								●									●																									●					●								
Cereal Partners Worldwide																														●					●				●	●				●																													
Del Monte	●	●				●											●				●			●		●		●	●	●		●	●		●	●				●	●	●		●							●											●			●				●	●			
Europcar																										●				●	●				●	●			●	●		●		●																													
Exxon/Esso	●							●			●												●		●	●				●	●		●		●	●	●		●	●		●	●	●							●										●	●			●	●				●		●	
General Motors	●	●	●			●	●	●				●					●				●	●		●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●					●									●	●	●		●	●							●	
Gillette	●		●	●	●	●	●	●	●	●	●	●		●	●	●	●	●		●	●	●	●	●		●	●			●	●		●		●	●		●	●	●				●	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●			●	●		●	●
Goodyear		●	●	●		●	●	●	●			●		●	●	●	●	●		●		●		●	●	●		●		●	●	●			●	●			●	●	●	●	●	●										●						●				●	●	●	●		●	●			●
[illegible]																														●					●									●																					●					●			
Hennes & Mauritz																												●			●					●	●				●	●		●																													

(Continued on Page 34)

McCANN-ERICKSON WORLDWIDE (cont'd)

The Americas

Clients:	U.S.	Canada	Argentina	Barbados	Bolivia*	Brazil	Chile	Colombia	Costa Rica	Dom. Republic	Ecuador	El Salvador	Guadeloupe*	Guatemala	Honduras	Jamaica	Mexico	Panama	Paraguay*	Peru	Puerto Rico	Trinidad	Uruguay	Venezuela
Heublein	●															●					●			
Hilton/Conrad Intl.	●		●	●																				
Interbrew																								
Johnson & Johnson	●	●	●	●							●	●		●	●	●	●			●		●		●
Levi Strauss		●							●			●		●			●							
L'Oreal	●	●	●	●		●	●	●	●	●	●	●		●		●	●	●	●	●	●	●	●	●
Lockheed	●					●																		
Lufthansa	●					●	●		●												●			●
Martini & Rossi	●		●	●		●	●	●	●	●	●											●	●	
McDonald's	●					●	●																●	
Mennen	●	●					●		●			●		●		●	●	●			●	●		●
Nestle	●	●	●			●	●	●	●	●	●	●		●	●	●	●	●		●	●	●		●
Nordica	●																							
P&O Ferries																								
Ralston Energy Systems																								
Reckitt & Colman							●																	●
RJR Nabisco	●	●				●					●										●	●		
RJ Reynolds Tobacco			●				●				●						●		●	●	●			
Sony									●							●								
Tambrands/Tampax				●			●																	
Unilever	●	●				●										●	●	●						●
Union Carbide						●			●															
UPS																								
Washington State Apple Comm.	●	●															●				●			
Waterman Pens	●	●															●				●			●
World Gold Council						●																		
WD-40	●	●																			●			
Yoplait																								

Europe

Clients:	Austria	Belgium	Czechoslovakia	Denmark	Finland	France	Germany	Greece	Hungary*	Ireland	Italy	Netherlands	Norway	Poland	Portugal	Spain	Sweden	Switzerland	Turkey	UK	USSR	Yugoslavia
Heublein																						
Hilton/Conrad Intl.																						
Interbrew		●				●		●			●	●								●		
Johnson & Johnson											●				●							
Levi Strauss		●					●	●			●						●	●	●			
L'Oreal	●	●		●	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●		
Lockheed						●																●
Lufthansa																						
Martini & Rossi	●	●		●		●	●	●	●		●	●		●	●	●		●		●		
McDonald's											●					●	●	●				
Mennen					●							●				●				●		
Nestle	●	●		●	●	●	●	●	●		●				●	●	●	●	●	●		
Nordica	●					●					●		●				●	●				
P&O Ferries		●				●	●					●								●		
Ralston Energy Systems							●		●		●							●		●		
Reckitt & Colman											●											
RJR Nabisco				●	●						●				●	●						
RJ Reynolds Tobacco		●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●
Sony								●							●	●						
Tambrands/Tampax																						
Unilever	●	●		●	●	●	●	●			●	●	●		●	●	●	●		●		
Union Carbide																						
UPS		●		●	●	●	●				●	●				●				●		
Washington State Apple Comm.																						
Waterman Pens		●				●	●				●	●			●	●				●		
World Gold Council						●	●				●									●		
WD-40																				●		
Yoplait					●	●									●	●	●	●				

Africa/Middle East

Clients:	Bahrain*	Cameroon*	Egypt*	Ivory Coast*	Kenya	Kuwait*	Lebanon*	Morocco	Nigeria*	Oman*	Saudi Arabia*	South Africa	U.A.E.*
Heublein													
Hilton/Conrad Intl.													
Interbrew												●	
Johnson & Johnson			●		●			●				●	
Levi Strauss													
L'Oreal	●	●	●	●		●	●	●		●	●	●	●
Lockheed													
Lufthansa			●										●
Martini & Rossi												●	
McDonald's													
Mennen											●		●
Nestle		●		●	●				●				
Nordica													
P&O Ferries													
Ralston Energy Systems													
Reckitt & Colman													
RJR Nabisco													
RJ Reynolds Tobacco	●				●	●	●			●	●	●	●
Sony													
Tambrands/Tampax													
Unilever				●	●				●			●	
Union Carbide				●	●									
UPS													
Washington State Apple Comm.													
Waterman Pens													
World Gold Council													
WD-40													
Yoplait													

Asia/Pacific

Clients:	Australia	China	Hong Kong	India	Indonesia*	Japan	Malaysia	New Zealand	Pakistan*	Philippines	Singapore	South Korea	Taiwan	Thailand
Heublein						●								
Hilton/Conrad Intl.	●													
Interbrew														
Johnson & Johnson	●		●		●	●	●	●		●	●	●	●	
Levi Strauss	●	●	●			●	●	●		●			●	●
L'Oreal	●		●		●	●	●	●			●		●	●
Lockheed						●			●					
Lufthansa		●	●	●		●	●		●	●	●	●	●	●
Martini & Rossi	●		●				●	●			●		●	
McDonald's										●				
Mennen			●											
Nestle	●	●	●	●	●	●	●	●		●	●	●	●	●
Nordica						●								
P&O Ferries														
Ralston Energy Systems														
Reckitt & Colman				●										●
RJR Nabisco		●	●			●								
RJ Reynolds Tobacco	●	●	●			●	●				●	●		●
Sony	●					●			●					
Tambrands/Tampax		●				●								
Unilever	●					●	●			●				
Union Carbide										●				
UPS			●			●	●	●		●	●	●	●	●
Washington State Apple Comm.			●				●			●	●		●	
Waterman Pens						●								
World Gold Council						●								
WD-40							●	●						
Yoplait						●								

*Non-equity affiliation. Source: McCann-Erickson Worldwide

AGENCIES WITH OFFICES IN FEWER THAN 39 COUNTRIES

ALLIANCE INTERNATIONAL

Clients:	U.S.	France	Germany	Greece*	Italy	Spain	Sweden*	Switzerland	UK
Chartex/Femidom		●	●					●	●
Fruit of the Loom	●	●	●		●	●			●
Lucas Automotive		●	●	●	●	●	●		●
Milupa Babyfoods		●	●	●	●	●			●

*Non-equity affiliation. Source: Alliance International

N W AYER

Clients:	U.S.	Guatemala*	Mexico*	Austria*	Denmark*	Finland*	France	Germany	Greece*	Italy	Netherlands	Norway*	Portugal	Spain	Sweden*	Switzerland*	Turkey*	UK	Australia*	New Zealand
Beiersdorf			●					●	●	●	●				●	●				
Continental Airlines		●					●												●	●
Iberia Airlines	●	●		●	●		●	●			●			●			●			
Nobel						●	●	●		●			●	●				●		
Ricoh				●	●			●		●	●	●		●				●		
SEAT				●			●	●		●	●			●	●			●		

*Non-equity affiliation. Source: N W Ayer

BDDP

Clients:	U.S.	Canada*	Mexico*	Austria*	Belgium	Denmark*	Finland*	France	Germany	Italy	Netherlands	Norway*	Spain	Sweden*	Switzerland*	UK	Cameroon*	Ivory Coast*	Kenya*	Senegal*	Australia*	Hong Kong	Japan*	Malaysia	New Zealand*	Philippines	Singapore	Taiwan
BSN Gervais Danone					●			●		●	●		●															
Dragon Air																					●	●	●	●	●	●	●	●
Hasbro/Milton Bradley					●			●	●	●	●		●			●												
Korean Air				●	●			●	●	●	●		●		●	●												
Hertz	●							●	●				●															
Marine Power				●		●	●	●	●		●	●	●		●	●												
Matra Telephone								●	●	●			●															
Merlin Gerin		●	●		●			●		●	●					●					●							
Michelin				●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●	●								
Polaroid					●			●	●	●	●		●	●	●	●												
Reckitt & Colman								●	●	●			●			●												
[illegible]							●	●	●	●						●												
Singapore Airlines	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Singapore Civil Aviation									●							●							●				●	●
Singapore Tourism Bd.	●	●				●	●	●	●	●				●		●					●	●	●	●	●	●	●	●
TAG-Heuer watches	●				●			●	●	●			●		●	●						●	●				●	
Tiger Balm	●	●							●		●					●					●	●		●	●	●	●	●

*Non-equity affiliation. Source: BDDP

BOZELL

Clients:	Canada	Argentina*	Brazil*	Colombia*	Mexico	Panama*	Puerto Rico	Austria	Belgium	Czechoslovakia*	Finland*	France	Germany	Greece	Italy	Netherlands	Poland*	Portugal	Spain	UK	Middle East**	Australia	Hong Kong	Indonesia*	Japan	Malaysia	Singapore	South Korea	Sri Lanka*	Taiwan	Thailand*
Bergasol									●					●	●	●		●	●	●											
Robert Bosch																						●	●	●		●	●	●		●	
Chrysler					●		●	●	●		●	●	●			●			●		●									●	
Courvoisier																							●				●	●		●	
Merrill Lynch							●	●				●	●			●			●			●	●		●						
Nestle		●	●			●																							●		
Rockwell International	●											●								●					●						
Samsung	●		●	●	●	●		●		●		●	●	●			●	●	●	●	●										
Seiko						●														●			●			●	●			●	
Singer																						●	●			●			●		
Jacobs Suchard		●																					●				●			●	●
Sunkist																							●			●	●			●	
Texas Instruments									●			●	●		●			●		●	●		●				●				

*Non-equity affiliation. **Middle East consists of Gulf offices such as Kuwait, Dubai and the U.A.E. which are temporarily closed. Accounts are handled by the coordinating office for the Middle East, based in Athens, Greece. Chrysler is also handled in Hawaii by an affiliated agency. Source: Bozell

DENTSU INC.

Clients:	U.S.	Germany	UK	Australia	Japan	Thailand
Canon	●	●		●	●	●
Japan Air Lines	●		●	●	●	
Sony			●	●	●	●

*Non-equity affiliation. Source: Advertising Age

DENTSU, YOUNG & RUBICAM PARTNERSHIPS

Asia/Pacific

Clients:	U.S.	China	Hong Kong	India*	Indonesia*	Japan	Malaysia	Philippines	Singapore	South Korea	Taiwan	Thailand
Adidas			●	●	●	●	●	●	●		●	●
AT&T	●	●	●		●	●		●	●	●	●	
Colgate-Palmolive	●	●	●	●		●	●	●			●	●
Du Pont		●	●	●	●	●			●	●	●	●
Federal Express	●		●				●	●	●	●	●	●
Holiday Inn		●	●			●			●			●
Kentucky Fried Chicken	●	●	●		●		●	●	●		●	●
Pioneer	●				●		●					●
Royal Canadian Mint			●			●	●		●		●	
Warner-Lambert				●		●		●				●

*Non-equity affiliation. Source: Dentsu, Young & Rubicam

EUROCOM ADVERTISING

Clients:	U.S.	Austria	Belgium	Denmark	Finland	France	Germany	Greece	Ireland	Italy	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	Australia	Hong Kong	Japan*	Malaysia	Singapore	South Korea*	Taiwan	Thailand
Air India																		●	●				●			●
B.A.T.																				●		●	●		●	●
BSN			●	●		●	●			●			●	●	●	●		●		●			●			
Canon										●								●					●		●	
CGE/Alcatel			●			●	●			●	●			●		●		●								
Chanel						●	●			●	●			●												●
Credit Suisse	●	●				●	●			●	●			●		●		●		●	●				●	
Dow Chemical			●			●				●									●							●
Elf			●			●	●							●				●								
Henkel		●	●			●	●			●			●	●			●									
Hero			●							●	●			●		●				●						
Hong Kong Shanghai Bank											●									●		●	●			
Jacobs Suchard		●				●								●		●										
Kleber			●			●	●			●															
L'Oreal			●	●		●	●			●	●		●	●						●						
Lego		●	●	●	●	●	●			●	●	●	●	●	●			●									
Maple Leaf			●				●				●		●	●	●	●										
Nestle	●					●	●			●										●						
Pan Am	●	●	●		●	●	●	●	●	●		●				●	●	●			●			●		
Parker Pen	●		●				●			●	●		●	●		●		●	●	●	●	●	●	●		●
Pernod Ricard			●			●				●						●		●								
Peugeot		●	●		●	●	●			●	●			●	●	●		●		●						●
Philips NV					●	●													●						●	
Sara Lee			●	●		●				●	●							●								
3M			●			●	●	●		●	●		●	●	●		●	●								
Schering Plough	●	●				●				●																
Siemens		●												●			●		●							
United Distillers		●	●	●		●	●	●	●	●	●		●	●		●		●						●		
World Gold Council																				●		●			●	●
Zenith Data Systems		●	●	●		●	●			●	●	●		●	●	●		●								

*Non-equity affiliation. In some countries, Eurocom has both equity and non-equity agencies. Credit Suisse is handled in France, Italy, the Netherlands and Eastern Europe by Eurocom's Swiss office. Non-equity shops handle the account in the U.S., Hong Kong, Japan and Taiwan. Pan Am in Austria, Finland, Germany, Greece, Ireland, Norway, Switzerland, Japan and South Korea. In addition, Pan Am is also handled by affiliated agencies in Argentina, Brazil, Chile, Guatemala, Mexico, Peru, Uruguay and Venezuela; Parker Pen in Japan and South Korea; United Distillers in Austria, Greece, Ireland, Netherlands, Portugal, Switzerland and South Korea. Maple Leaf is serviced in Portugal, Sweden and Switzerland by Eurocom's Dutch office. Source: Eurocom Advertising

FCA!

Europe

Clients:	U.S.	Belgium	Denmark*	France	Germany	Greece*	Italy	Netherlands	Portugal*	Spain	Switzerland*	UK
Burberry's		●		●	●		●	●		●		●
Ducros		●		●					●	●		
Helena Rubinstein		●		●	●		●	●		●		●
Laboratoires Goupil		●		●					●	●		
Mazda		●		●	●		●	●		●		●
Nestle	●	●		●				●				●
Phas		●		●	●		●	●		●		●
Spontex		●		●	●		●			●		●
Thomson				●	●					●		●
TWA		●	●	●	●	●	●	●	●	●	●	●
Ungaro		●		●	●		●	●	●	●		●
Vichy		●		●	●		[illegible]	[illegible]	●	●		●

*Non-equity affiliation. Source: FCA!

HAKUHODO

Clients:	U.S.	France	Germany	Italy	Netherlands	UK	Australia	Hong Kong	Japan	Malaysia	Singapore	Taiwan	Thailand
ANA	●						●		●				●
Ajinomoto	●								●	●		●	●
Canon	●			●	●				●				
Isetan						●		●	●	●	●		●
Kao								●	●	●	●	●	●
Konica			●					●	●	●	●		
Matsushita									●		●	●	●
NEC	●	●	●			●	●	●	●	●	●		●

Client ANA is handled in Australia by a non-affiliated agency. NEC, however, is with Lintas Hakuhodo Australia. Source: Hakuhodo.

LOWE INTERNATIONAL

Clients:	U.S.	Canada	Argentina*	Austria	Belgium	Denmark*	Finland*	France	Germany	Greece*	Italy	Netherlands	Norway*	Portugal*	Spain	Sweden*	Switzerland*	UK	Australia*	Hong Kong*	Japan*	Singapore*
				Europe															Asia/Pacific			
Avis				●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
Benetton (Sisley)	●	●	●	●		●	●	●	●	●	●	●		●	●	●		●	●	●	●	●
Bols					●			●	●		●	●			●			●				
Braun	●								●		●				●							
General Motors				●	●				●									●				
Henkel				●	●			●	●		●	●		●	●							
Hoover					●			●	●		●						●					
Johnson & Johnson	●									●	●				●							
Quaker								●	●		●	●			●							
Schott Glaswerke	●			●				●	●								●	●				
[illegible]		●			●					●			●									

*Non-equity affiliation. Source: Lowe International

ROUX SEGUELA CAYZAC & GOUDARD

Clients:	U.S.	Canada	Austria	Belgium	France	Germany	Greece	Hungary	Italy	Netherlands	Portugal	Spain	Sweden	Switzerland	UK	Morocco	Saudi Arabia
			Europe														
Cartier					●	●				●		●			●		●
Citroen			●	●	●	●			●	●	●	●		●	●	●	●
Club Mediterranee			●	●	●	●			●			●		●	●		
Moulinex			●	●	●			●	●							●	

(Continued in next column)

ROUX SEGUELA CAYZAC & GOUDARD (cont'd)

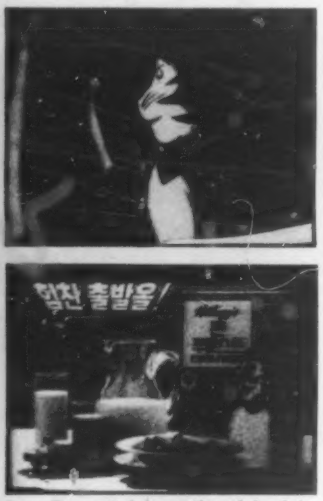
Clients:	U.S.	Canada	Austria	Belgium	France	Germany	Greece	Hungary	Italy	Netherlands	Portugal	Spain	Sweden	Switzerland	UK	Morocco	Saudi Arabia
			Europe														
Procter & Gamble	●	●				●				●	●		●		●		
Tambrands			●	●	●	●	●		●	●	●	●	●	●	●		

Note: For some clients, RSCG handles creative work in Paris, but media is placed by the client in other countries. Clients and countries involved are **Cartier** in the U.S., Austria, Belgium, Italy, Spain, Switzerland, Australia, Japan, Hong Kong, Singapore and Thailand; **Citroen** in Denmark, Greece, Norway, Portugal and Sweden; **Guerlain** in the U.S., Canada, Mexico, Austria, Belgium, Germany, Greece, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland, U.K., Saudi Arabia, Australia, Japan, Hong Kong, New Zealand, Singapore and Thailand; **Piaget** in Canada, Argentina, Brazil, Mexico, Venezuela, Austria, Denmark, Greece, Portugal, Spain, Switzerland, U.K., Saudi Arabia, Japan, Hong Kong and Singapore; **Tambrands** in Demark; and **Bel** in Japan, and also RSCG offices in France, Morocco and Saudi Arabia. Source: Roux Seguela Cayzac & Goudard

TBWA

Clients:	U.S.	Austria	Belgium	Denmark	France	Germany	Greece	Italy	Netherlands	Spain	Sweden	Switzerland	UK	Japan*
		Europe												
Absolut Vodka	●				●	●							●	●
Barilla			●		●	●	●			●	●	●		
Beiersdorf	●		●		●	●	●	●	●			●		
Bench		●				●		●				●		
BSN	●				●			●					●	●
Delsey			●		●	●							●	
Henkel			●		●	●		●	●	●				
Intercontinental					●	●		●					●	
Nissan									●	●				
Philip Morris					●	●			●				●	
TAT Airlines				●	●	●		●			●		●	

*Non-equity affiliation. Nissan's pan-European account in 12 countries is serviced from the Netherlands. Source: TBWA



Leo Burnett International had to adapt Tony the Tiger for Japanese audiences.

Global

(Continued from Page 33)

to each market. TBWA clients Henkel, Philip Morris Cos. and Beiersdorf's Nivea have adopted this approach.

Even big ideas that eventually expand around the world may be tested for local reaction.

Leo Burnett International has slowly gone global with major ad symbols such as the Marlboro Man and Tony the Tiger after careful testing in each market around the world.

"Creative can't just be clones of what's used in other markets," said Hank Feeley, chairman-ceo. "It could be a terrible mistake. The client could lose sales, and then you'd lose the client."

H.J. Heinz Co. ketchup ads have needed adjustment before running in Japan.

"We found the ads [first created for the U.S.] were too Americana. . . . The 'slower, thicker ketchup' theme works in Japan but the execution of that theme is very, very different," Mr. Feeley said.

McCann sees local adaptations as a way to motivate creatives.

"We take 'not invented here' and now make it 'improved here,' " Mr. Moreira said.

If the local agency sees a way to alter an ad for the local market, he added, not only has the ad been tailored to better fit the market, "this creates a sense of co-authorship." ☐

Contributing to this story: Elena Bowes, Bruce Crumley, Geoffrey Lee Martin and Dagmar Mussey.

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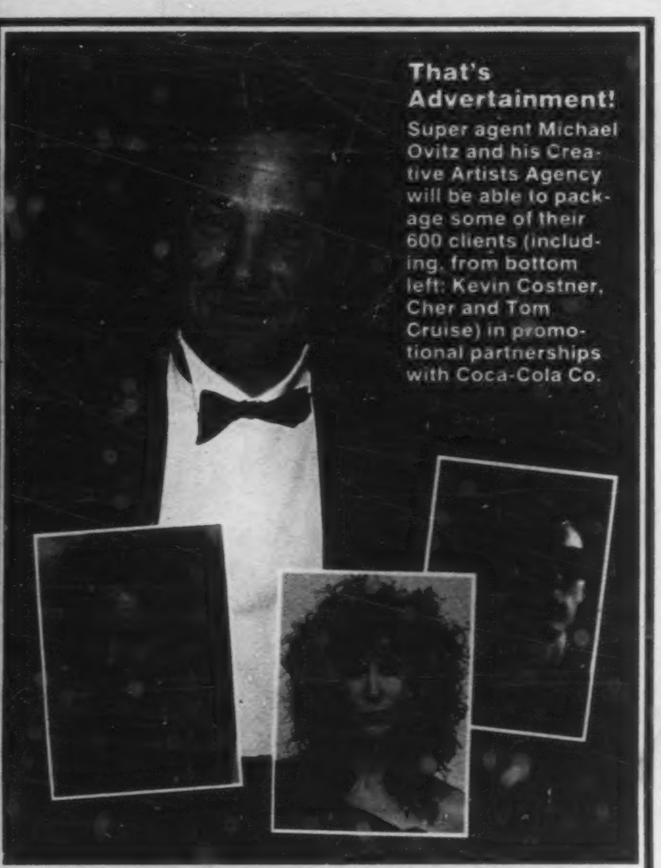

That's Advertainment! Super agent Michael Ovitz and his Creative Artists Agency will be able to package some of their 600 clients (including, from bottom left: Kevin Costner, Cher and Tom Cruise) in promotional partnerships with Coca-Cola Co.

Photos clockwise from top: Smeal/Ron Galella, MGM/UA, Metro-Goldwyn-Mayer, Greg Gorman/Orion Pictures

Coke-CAA deal shakes agency role

An Ad Age roundup

The advertising agency business, dwindling in importance to clients and suffering from the recession, took another big blow last week.

Soft-drink giant Coca-Cola Co. named Creative Artists Agency—the most powerful Hollywood talent agency—as "worldwide media and communications consultant."

Coca-Cola said in a statement CAA will work with company executives and agencies to develop "global strategies for marketing, promotion, new technologies, sports, arts and entertainment."

Despite assurances to the contrary from Coca-Cola executives, the broad mission of CAA and its well-known chairman, Michael Ovitz, appears to significantly erode the dominant marketing role historically played by the marketer's ad agencies.

Mr. Ovitz's agency handles superstars such as Kevin Costner,

(Continued on Page 44)

Coke goes Hollywood

By Alison Fahey and Jon Lafayette

Coca-Cola Co. will likely use its new alliance with Creative Artists Agency to go after younger consumers, attacking Pepsi-Cola Co.'s dominance in entertainment marketing and its place in pop culture.

To do that, the cola marketer is expected to use CAA's extensive clout and entertainment experience to develop marketing strategies ranging from product placement in TV shows and films to new celebrity endorsements.

One marketing idea being

(Continued on Page 44)

Nintendo fires up videogame attack

By Cleveland Horton and Kate Fitzgerald

Nintendo is deploying its Super Mario Brothers against Sega's Hedgehog in the battle of the 16-bit videogame systems.

Nintendo of America over the weekend kicked off the biggest TV campaign in its history in a bold move to permanently zap competitors.

The commercials are for the long-awaited Nintendo Super NES 16-bit videogame system, where Nintendo has lagged.

With a $25 million ad budget for the new game plus another $10 million for the original 8-bit videogame console and the handheld Game Boy, Nintendo is moving maximum artillery to the front lines for a fall videogame assault.

In Nintendo's sights is Sega of America, for now the No. 1 marketer of 16-bit videogame systems with its Genesis model, introduced in 1989. Analysts say its tenure at the top of the category will be short-lived.

"Sega's very existence is at stake, now that Nintendo's finally gotten into the 16-bit market," said Allen Bohbot, president of toy media buying agency Bohbot Communications. "The power of the Nintendo name is redefining the market again."

Toy retailers report early demand for Nintendo's Super NES, even before advertising appeared, was significantly higher than expected; major retailers including Toys "R" Us are predicting a sellout.

"Right now Super NES is the

(Continued on Page 45)

Whittle's new gamble

Mall showrooms give feel of auto test drives

By Scott Donaton

Whittle Communications is looking to the nation's auto marketers to support a new venture called Highway One, a chain of showrooms where consumers can take a simulated in-store test drive.

The project is one of several moves planned by Whittle following an agreement last week by Forstmann Little & Co. to invest $350 million for a one-third stake in the media company.

Details about Highway One are sketchy, but Whittle sources say the company will begin testing the shopping mall operation this fall.

Consumers will be able to sit in cars and experience a simulated test drive using "electronic kiosks" developed by Whittle, these sources say.

It wasn't clear whether the stores will sell cars or simply direct buyers to the nearest dealers. It also was unclear if they would feature competing brands.

The Whittle sources say Mr. Whittle initially is seeking the support of domestic auto marketers and recently met with Chrysler Corp. Chairman Lee Iacocca.

They indicated he may have already secured a commitment from at least one car company to participate in the test.

A Chrysler spokeswoman confirmed the company had been approached about the project and was considering participating in it.

Whittle officials wouldn't comment.

The project is being developed under Vice Chairman Gerry Hogan, and sources said Highway One will cost upwards of $200 million to launch.

"We have a number of major capital-intensive launches planned," said Whittle Vice Chairman Alan Greenberg of the Forstmann Little investment.

"This gives us the money to fuel our growth," he said.

Last week, Whittle also met with marketers and ad agency executives to outline a plan to re-

(Continued on Page 43)

LAST MINUTE NEWS

No Nonsense in review?

GREENSBORO, N.C.—No Nonsense Pantyhose is talking to agencies about its $10 million to $20 million account, now at Foote, Cone & Belding, Chicago, agency sources said. No Nonsense VP-Marketing Tom Kuhn denied the account was in review.

Fallon gets share of Northwest

EAGAN, Minn.—Northwest Airlines awarded Fallon McElligott, Minneapolis, creative for the $5 million to $7 million corporate and Midwest hub portion of its account. The move comes just six weeks after McElligott Wright Morrison White, Minneapolis, got that business when the airline named four

(Continued on Page 8)

INSIDE

For sale: Conde Nast shopping annual sports titles. **Page 43**

Special Report: Creative snags zap radio's potential. **After Page 32**

Joe Fournier

NEWS SUMMARY

- **Coca-Cola Co.'s** hiring of Creative Artists Agency appears to erode the marketing role of its ad agencies. 1
- **Whittle Communications,** following the sale of one-third interest to Forstmann Little & Co., plans a chain of showrooms in malls where car shoppers can take simulated test drives. 1
- **Nintendo of America** has budgeted $25 million to back its new Nintendo Super NES 16-bit videogame system. 1
- **Super Bowl XXVI,** telecast next January on CBS, carries an $850,000 price-tag for 30-second commercials, but buyers doubt that price will hold. 3
- **Several cable networks** will emulate the broadcast nets by introducing new programming this month. 3
- **Household cleaner market** is experiencing a new-product surge this season. 3
- **AMC Theatres** this month will bring back 14 movies released this summer, offering half-price tickets. 3
- **Maybelline's** new $50 million ad campaign marks a return to mainstream media advertising by the company. 4
- **U.S. Postal Service** today begins a $20 million ad campaign tied to its Olympics sponsorship. 4
- **TBWA Advertising** received a $15 million investment from Hakuhodo, Japan's No. 2 agency. 4
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- **Benetton poster** showing a placenta-covered newborn was withdrawn from U.K. showings following complaints. 14
- **Hallmark Cards** is offering personalized cards produced with interactive computers in its stores. 14
- **Sports marketing** was a $23.5 billion business in the U.S. last year, according to a new study from the Sports Marketing Group and The Associated Press. 16
- **Minority media** are holding up during the recession, with the new emphasis on target marketing given as a reason. 26
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- **Sun-Times Network,** which includes the *Chicago Sun-Times* and suburban papers, and *The Wall Street Journal* are joining for a discount ad program. 40
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- **Conde Nast** is seeking a buyer for its Street & Smith's sports annuals, several potential buyers say. 43
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ABC loosens rules

Net draws fire for ad dispute resolution plan

By Joe Mandese

NEW YORK—ABC is reconsidering a proposal that would require advertisers to mediate their own false-ad claim disputes.

The plan, disclosed as the network loosened other longstanding restrictions on competitive ad claims and endorsement, was immediately attacked by the ad industry.

Late last week, ABC said it was rethinking the plan that was to have complaints go to the advertiser rather than the network.

"My suspicion is that [ABC] has probably been spending a lot of time trying to resolve competitive challenges," said Rich Pollet, senior VP-general counsel of J. Walter Thomspon USA. "It seems reasonably clear to me that it is a way of them cutting down on their staff time."

Bertrand Lanchner, senior VP-general counsel of N W Ayer, agreed.

"ABC is trying to duck the workload on challenges," he said.

Besides shifting the burden to advertisers, Mr. Lanchner predicted the change would slow resolution of challenges.

"Some advertisers are not going to be as attentive to challenges when they come from a competitor as when they come from a network," he said. "The fact that a challenge is coming from a network makes it more serious, because the advertiser knows that if the network finds against him, he is off the air."

He said there would be no incentive for an advertiser to respond quickly since its spots would keep running until the challenge was resolved.

After hearing complaints about the ad challenge plan, ABC said it's reconsidering the proposal, but still plans to codify the other

(Continued on Page 8)

Zero profits at Saatchi?

By Laurel Wentz

LONDON—Analysts slashed their forecasts for Saatchi & Saatchi Co.'s 1991 profits to zero last week after CEO Robert Louis-Dreyfus and Chief Operating Officer Charles Scott painted a grim picture of the advertising market.

The Saatchi executives were explaining the financial results—a $7.1 million pretax loss for the first six months of 1991—in meetings with analysts and shareholders. Before the results were announced Sept. 5, analysts were forecasting pretax profits of about $25 million for the full year.

"In light of revenues not looking like picking up in the last quarter, I'm going for the worst case scenario of break-even," said Lorna Tilbian, an analyst at U.K. stockbroker Warburg Securities.

Saatchi's severance costs of close to $8.8 million following layoffs of about 500 staffers in the first half were largely responsible for the loss.

Because Saatchi has just changed its financial year to end Dec. 31 from Sept. 30, figures aren't directly comparable with last year's results. However, Saatchi calculates that $600 million revenues for the first half represent a 4% drop from a year earlier and that the $7.1 million loss compares to pretax profits of $23 million.

"We're budgeting for revenues staying flat" for the rest of the year, a Saatchi spokesman said.

Describing their efforts to cut costs and improve efficiency, Messrs. Louis-Dreyfus and Scott said seven Saatchi-owned companies lost about $10 million total in the first half.

Of those seven businesses, they have fixed problems at four and are still working on the other three, they said. The seven companies weren't identified.

Two Saatchi companies in the U.K.—London agency KHBB and Zenith Media, the media buying arm for all Saatchi agencies in the U.K.—were singled out as doing especially well during the first half.

Chairman Maurice Saatchi said ad revenues declined in the U.S. and the U.K. and were static elsewhere, with no evidence of any overall increase in client spending. ☐

Louis-Dreyfus: 'On the right track'

Robert Louis-Dreyfus, ceo of Saatchi & Saatchi Co., London, talked to Advertising Age European Editor Laurel Wentz last week about Saatchi's performance following the release of the holding company's financial results for the first six months of 1991.

ONE ON ONE

Advertising Age: *Do you expect a recovery to begin this year? Or in 1992?*

Mr. Louis-Dreyfus: We think [in] the second part of this year revenue will be flat, but we expect to make a profit before 1992.

Unfortunately, I don't see any sign yet of revenues rebounding in 1992. For the time being—we haven't done our budget [yet]—we don't have a sign that clients are going to be spending more.

AA: *The financial community is concerned that WPP Group may run out of money soon. Could that happen to Saatchi?*

Mr. Louis-Dreyfus: Absolutely not. When we did our refinancing—I don't know if it was smart or not—we did a forecast for three bad years. Cash flow is ahead of where we thought it would be for the first six months.

Our average debt was $450 million last year. This year, average debt was $382 million [for the first half] and in June debt was $350 million, so we are on the right track. Our bank loans run until 1996. We feel pretty good about it.

R. Louis-Dreyfus

AA: *There is still speculation that U.S. agencies AC&R and Campbell-Mithun-Esty may be sold. What are your plans for those shops?*

Mr. Louis-Dreyfus: I never comment on that.

AA: *Are you done with cost cutting?*

Mr. Louis-Dreyfus: If revenue is flat for the second half, the cost cutting is complete except maybe [letting go] one or two guys somewhere in I don't even know what country. Cost cutting is 99.9% complete. All indications we have from July and August [show] we are on target.

AA: *Can you give some idea how Saatchi's two networks, Saatchi & Saatchi Advertising and Backer Spielvogel Bates, are performing individually?*

Mr. Louis-Dreyfus: We don't divulge that kind of information.

AA: *What functions has Charles Scott, Saatchi's former group finance director, taken over from you since you appointed him chief operating officer in July?*

Mr. Louis-Dreyfus: He's running the seven divisions. To be fair to him, these [first-half financial] numbers are mine. The next ones are his.

AA: *Now that he's taken over daily operations, how long will you stay?*

Mr. Louis-Dreyfus: You can be reasonably sure that until we show good numbers, I'll be around. ☐

Sports marketing: a high-rollers game

DALLAS—The $18 million Quaker Oats Co. reportedly spent to sign Michael Jordan as a Gatorade endorser sounds like big money to fans, but it's only a drop in the corporate sports marketing bucket.

Companies spent $23.52 billion on sports marketing in the U.S. last year, more than five times the $4.2 billion spent on tickets for all spectator sports, according to a new study from the Sports Marketing Group and The Associated Press.

The single largest share, 30.2%, went to advertising.

Remaining sports marketing dollars were spent for corporate entertainment at, or in connection with, sporting events ($6.2 billion); sponsorships ($3.45 billion); corporate overhead and travel ($2.7 billion); sales promotion ($2.25 billion); public relations ($1.35 billion); and athlete endorsements and appearance fees ($460 million).

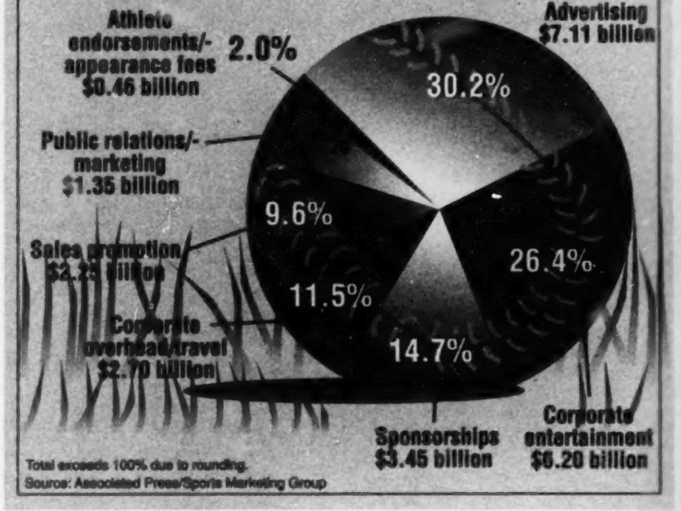
The 10 heaviest corporate spenders last year were General Motors Corp. ($445 million), Philip Morris Cos. ($405 million), Anheuser-Busch Co. ($400 million), Nike ($200 million), Ford Motor Co. ($130 million), AT&T Co. ($125 million), Chrysler Corp. ($120 million), RJR Nabisco ($115 million), Procter & Gamble Co. ($110 million) and Coca-Cola Co. ($95 million).

Those 10 companies accounted for $2.145 billion, or only 9% of the total, indicating the depth of corporate involvement in sports-related marketing.

Nearly $3 billion was spent on TV advertising, 42% of the total investment on advertising. Broadcast network represented 64% of TV spending, or $1.9 billion, followed by spot TV ($570 million), network cable TV ($360 million) and syndicated TV ($150 million).

How the sports market plays

U.S. companies spent $23.52 billion on sports marketing in 1990. The fat endorsement contracts given to athletes may get the most discussion, but constitute less than 2% of the money spent.



Total exceeds 100% due to rounding.

Source: Associated Press/Sports Marketing Group

JOHN SMITHER

Other ad media for sports marketing dollars were newspapers ($2.42 billion), magazines ($860 million), radio ($440 million), stadium and program advertising ($230 million), production fees ($160 million) and outdoor ($30 million).

The three-month study was based on hundreds of phone and in-person interviews with teams, networks, marketers, ticket brokers and other related businesses.

Corporate sports marketing was the single largest contributor to the $54.52 billion spent last year on all facets of spectator sports, ahead of the $11.05 billion schools spent on athletics and $6.2 billion spent for licensed products.

But consumers still spent more to take part in sports than to watch; $125.16 billion was spent on participant sports.

There may be trouble ahead for sports marketing, however, said Nye Lavalle, Sports Marketing Group managing director.

Economic doldrums are reining in many corporate sports budgets, ad sales during TV sports programming are slowing and sponsors are pulling out of events. Fans are resisting higher ticket prices, and companies are beginning to rethink their sports investment, he said. ☐

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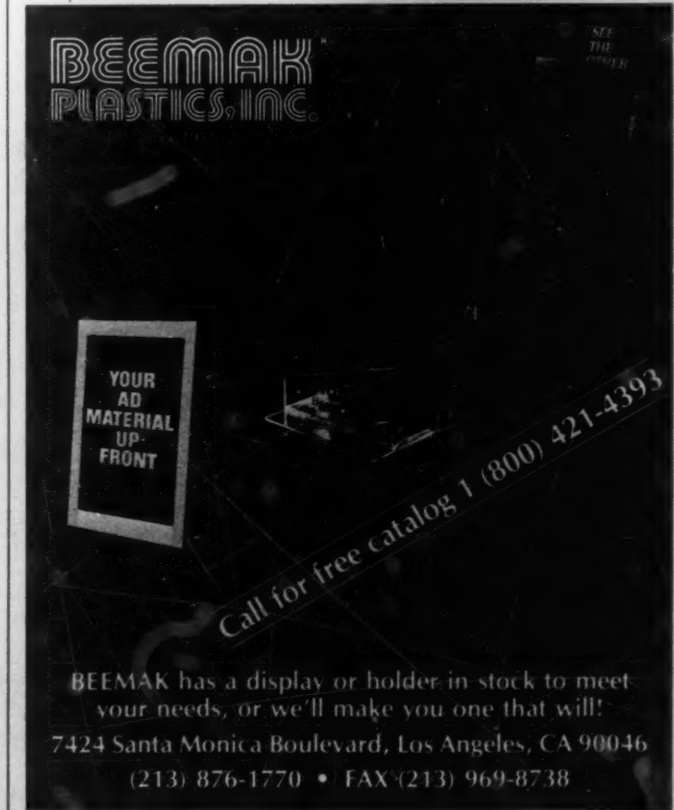
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